

# **Montana Tourism & Recreation Strategic Plan 2003-2007 2004 Annual Report**

## **A. MANAGING INFORMATION**

### **A.1 Maintain the Lodging Tax for Tourism Promotion & Development through Enhanced Awareness of Its Uses, and Tourism's Benefits & Impacts**

#### ***A.1.1 Build Citizen Awareness about the Benefits/Impacts of Tourism & Uses of Lodging Tax***

***Big Sky Convention & Visitors Bureau:*** Have spoken at various community organization meetings in order to educate community about Strategic Plan / role of tourism.

***Billings Cultural Partners:*** The Billings Cultural Partners have recently applied for a grant through Travel Montana for special events. This proposal, if funded will support a new destination event with the participants and recipients both made aware that much of the promotion efforts are due to this grant. We as an organization regularly comment favorable on the efforts of Travel MT and its impact on tourism. Our Partnership consists of arts and culture attractions, but also county officials. In building the new event, "High Plains BookFest" we are involving a medical center, the university system, restaurants and retailers.

***Bozeman Convention & Visitors Bureau:*** Speaking engagements at various service organizations during National Tourism Week and throughout the summer; Monthly radio talk show at KMMS on Monday's from 7:45am-8:00am. Both venues address tourism topics.

***Custer Country:*** The Executive Director and board members of Custer Country act as ambassadors to the public concerning the importance of tourism in Montana and in our region. This is done through social contacts, as well as by taking advantage of opportunities to speak to organizations that request it. Every attempt is made to communicate, through personal contact, mail, and email to make Custer Country's mission known to the County Commissions in each of our 13 counties.

***Fallon County:*** This is a vital first step! When this is successful, A.1.2 will be easier to accomplish.

***Flathead Convention & Visitors Bureau:*** Ongoing media relations program that includes a community relations segment consisting of monthly newsletter, press releases and speaking opportunities.

**Gold West Country:** Gold West Country is asking that the board members in each of the nine counties reach out to businesses and groups and help spread the information on the benefits and impacts of tourism on all of Montana. Board members will report back at our meetings to see what is and isn't working. As an example: President Mike Steele and Dillon Chamber Executive Judy Siring try to visit a community each month with this information. We are starting a newsletter to help inform the public on all the current events and tourism education. This will also be a reminder of grants and opportunities available to the stakeholders. Our success will be measured on the responses we receive from visiting with these groups.

**Institute for Tourism & Recreation Research:** During this next year, we will be "mining" our nonresident visitor data set. Our priority is to profile visitors for each county in the state (with ample sample size) as well as each travel region of the state. Included in these profiles will be nonresident visitor expenditures, characteristics, and travel patterns where feasible. In addition, other economic data for the county may be included (where available) as well as tourism/recreation data from public land managers in the county. The intent is to fill an information need about tourism/recreation at a more local level.

**Evaluation:** ITRR is working on the individual county information. Some of the reports will be provided at the economic outlook seminars in January and February 2004. The remaining reports for the counties will be completed by spring of 2004. In addition to the county level data to be presented, ITRR has already produced and distributed 45 one-page "niche news" which are summaries of segments of the nonresident data.

**Missoula Convention & Visitors Bureau:** I have given presentations about the impact of tourism to Montana's economy. I give statistics from ITRR's latest report that shows how many visitors Montana had in 2001 and how much they spent in our state. I also use the budget of a tourism business to show how the money that comes into the business goes back out into the community in many ways. This illustrates that businesses, which think they have no tie to tourism, often receive more from tourism related businesses than they realize. In our membership materials, we provide information about where the bed tax is collected and for what it is used. Increased membership will prove our message is being heard.

**Montana Tourism Coalition:** MTC's individual member groups have developed some wonderful tools to build citizen awareness. It would be great if the stakeholders for this action item could meet and discuss all the tools we have and how best to use them. Success will be measured by increased public awareness, increased positive awareness.

**Russell Country:** Continue to work with the Great Falls Tribune to get press releases published about Russell Country's projects. Executive Director Gayle Fisher has just been asked to serve on the Tribune Business Advisory Panel.

**Wendt:** Wendt worked with Travel Montana in 2002 to create a Public Service Announcement television and radio campaign promoting the benefits of tourism for businesses in Montana.

***Yellowstone Country:***

- Provide area Chambers copies of State's Tourism 101 and YC 201 (information piece about YCMI) to present in communities (2003)
- Provide informational training for VIC personnel (2004)

Each Chamber/VIC rep in region will have attended training session by May 2004. Success will be measured by having each VIC employee be informed and knowledgeable about tourism on the community, region and state levels.

***A.1.2: Build Awareness among Elected Officials about Tourism's Impacts & Benefits***

***Institute for Tourism & Recreation Research:*** During this next year, we will be "mining" our nonresident visitor data set. Our priority is to profile visitors for each county in the state (with ample sample size) as well as each travel region of the state. Included in these profiles will be nonresident visitor expenditures, characteristics, and travel patterns where feasible. In addition, other economic data for the county may be included (where available) as well as tourism/recreation data from public land managers in the county. The intent is to fill an information need about tourism/recreation at a more local level.

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***Montana Tourism Coalition:*** 2003 is a legislative year so our education efforts are easier to accomplish than the off years. MTC and our members' organizations pay quite a bit of attention to legislative races and, quite often, contribute to tourism friendly candidates. Success will be when we have fewer "runs" at the Accommodations Tax.

***Tourism Advisory Council:*** TAC's Public Awareness Committee is working with Travel Montana to update and format the Tourism 101 presentation so that more groups and individuals can use it as a tourism education tool to build greater awareness among Montanans and their Elected Officials. TAC has been active in meeting with the Governor and legislators at regular intervals and during legislative sessions to address issues related to tourism program policies and funding.

***Yellowstone Country:***

- Legislative Pie Luncheon for elected officials in Helena w/other regions/CVB's (2003)
- Host meetings with region's elected officials (2004/05)
- YC Board of Directors will host one-on-one meetings and/or a luncheon or dinner to inform/lobby area legislators about the value of tourism and the bed tax. Success will be measured by our ability to raise awareness among our legislative representatives.
- Partnership (Yellowstone Snowmobile Partnership) with National Park Service, Yellowstone National Park, States of Montana, Idaho, Wyoming, Xanterra Parks & Resorts, West Yellowstone Chamber, West Yellowstone Snowmobile operators and Sled the Rockies (2003)

- Host/coordinate press trips to showcase these vertical markets (2003-2004)
- Travel Guide sections on skiing and snowmobiling opportunities for visitors

YC continues to actively promote the region's three ski areas and the considerable snowmobile opportunities throughout the region. Success will be measured by showing an increase in winter visitation for these markets.

**A.1.3:        *Seek Endorsements from Communities & “Non-Tourism” Organizations***

**Montana Tourism Coalition:** Success will be more support from a broader spectrum of our economy.

**A.2    Conduct Strategic Promotions that Attract Top Priority Markets**

**A.2.1:        *Coordinate Advertising to Maximize State, Regional & Private Return on Investment***

**Big Sky Convention & Visitors Bureau:** Coordinate advertising efforts of BSCVB, BSCL, BS Lodging Group and BS Resort to maximize tourism promotion; cover national, regional and local, Internet, PR and event promotion.

**Custer Country:** We continue to spend advertising in national and regional publications, directed at those in the demographic categories derived from inquiry lists, and as the result of research done for us by our marketing firm, Wendt. Their recommendations, along with those of Custer Country's marketing committee members, are used to formulate a results-oriented media plan. Our call center, MARS Stout, collects and collates the inquiries received as a result of these efforts and we use them to determine if changes should be made in the following year.

**Flathead Convention & Visitors Bureau:**

- 40-page full color annual vacation travel guide produced at a profit using advertising revenues, not governmental funds. 60,000 distributed annually.

**Glacier Country:** Solicited & received private/public funding for Television Ad about the 2003 summer fires in Glacier National Park (Success measured through amount of funding received and number of phone calls and/or web hits based on television ad. Also hotels in and near park had higher occupancy in late September.)

**Russell Country:** Russell Country's warm season ad placement will be maximized by participating in a Lewis & Clark joint venture with Travel Montana in National Geographic Traveler magazine. We also will place ads in magazines that have proven successful for Travel Montana.

**West Yellowstone Chamber of Commerce:** This year our greatest effort was directed toward hosting the Society of American Travel Writers Western Chapter Winter Meeting in January. Every sector of West Yellowstone tourism participated! As well we partnered with the Forest Service, the Park Service, the State of Montana and Yellowstone Country. We believe it was a great success and expect to see many good results.

**Whitefish Convention & Visitors Bureau:** We advertise in Travel Montana, Glacier Country & Glacier/Waterton Visitor Association publications to maximize R.O.I. Whitefish CVB sponsors regional newspaper advertising in cooperation with local businesses (shops, restaurants, and lodging). Our public relations program includes partners from the public and private sector. We are the lead partner in a public relations program which cross promotes areas tourism products and businesses.

### **A.2.2:        *Encourage Cross-Promotion between Tourism Partners & Sectors***

**Bozeman Convention & Visitors Bureau:** Produced the following: Historic Walking Tours, Cultural Calendar, attended NTA Montana Night 11/03,11/0; attended trade shows with Travel Montana and other Regions and CVBs, New York Media Blitz. Partners: Downtown Bozeman Partnership, Bozeman Community Cultural Council, Travel Montana, Various Regions and CVBs.

**Glacier Country:** Two “Power of Packaging” Seminars with Joe Veneto, The Opportunity Guy, in September 2003 with 2 Follow-up sessions in October 2003 (Success measured through number of viable packages put together, web hits on packages, number of packages sold)

#### **Montana Promotion Division:**

##### *Marketing*

Consumer Marketing has created two new programs that promote partnerships with tourism entities. Publications has developed a “packaging reminder”.

- A new L&C national magazine co-op that is providing advertising opportunities for regions, CVBs and public and private partners. The co-op was presented to the TAC at the October 2003 meeting and to the Montana Innkeepers Association in November 2003. Partnership Needs: Private and public sector interested in participating in the ad should contact Sarah Lawlor, Consumer Marketing Manager, at slawlor@state.mt.us or 406-841-2870.
- A new public/private promotional campaign has been developed with Travel Montana, the Montana Ski Areas Association and MacKenzie River Pizza Company, encouraging participation in all winter activities within Montana.
- Beginning with the upcoming *2004-2005 Winter Guide*, the cover letters included in the information packets will remind advertisers to coordinate promotion efforts by creating “packaging specials” in their areas. Space will be created in the guides as determined by the responses.

##### *Electronic Media*

Received an ad exception to feature special packages on web sites and have provided exposure for the following package information:

- Fall Package on home page of visitmt.com
- Winter Package on home page of wintermt.com
- Enhanced winter site with new easier to use page layout and more inclusion of winter packages, restaurants and shopping.
- Also assisted tourism region sites by enhancing their events listings and providing new coding for events.

***Powell County Museum & Arts Foundation:***

- In 2004, OPM will seek to work with Grant-Kohrs Ranch, a National Park Service attraction, to leverage mutual resources toward enhanced presentation and promotion of tourism in Powell County:
- Present and promote a tourists' *Walking Guide of Main Street, Deer Lodge*
- Coordinate area special events planning and enhance public awareness and promotion
- Structure regular communication between staff of the two entities
- Share curatorial and preservation expertise

***Wendt:*** Wendt is working with Travel Montana to develop a Lewis & Clark consumer magazine ad for 2004 with space made available for co-op partners. Three tourism regions signed up for the program as of November 15 (Missouri River Country, Russell Country and Gold West Country). A calendar of events will run with the ad to promote Lewis & Clark-related events in Montana during 2004.

**A.2.3: *Consider Options for Film Production Incentives***

***Gold West Country:*** We work with the film office and Connie Kenney to bring films into Gold West Country. She promptly follows up on all leads and works closely with scouts, as she is one of the most-informed people of our region. She works with anyone who can be of help to bringing in films. Our responses will be measured on the filming projects that come into our area.

***Missoula Cultural Council:*** MCC is actively promoting Missoula as a film center for feature movies, commercial and institutional filming, video and DVD production. Film production is part of the “Creative Cluster” strategy for economic growth that MCC is promulgating.

**A.2.4: *Plan for Promotion of Special Events & Challenges***

***Missouri River Country:***

- Missouri River Country plans to participate in the grand opening of the Fort Peck Interpretive Center in 2005. Set up MRC trade show booth, hand out brochures, etc., and serve lemonade & cookies.
- Participate in Corps II event when in MRC, Wolf Point, Glasgow, Dodson, in 2005 and Sidney in 2006.
- Participate in the Lewis and Clark at the Confluence event, April 29, 30, and May 1, 2005 at Fort Union, Fort Buford and the Confluence Center.

- Partner with North Dakota. Participate in the Lewis and Clark Festival Days in Nashua on May 8, 9, and 10, 2004. This event will also be held in 2005.

### ***Montana Promotion Division:***

#### ***Marketing***

Consumer Marketing has designed a new L&C national ad for FY04 and FY05 that includes a Lewis and Clark calendar of events.

Publications has developed the following upcoming promotions:

- The *Vacation Guide* will include a two-page spread of Lewis and Clark; the text includes information on the two signature events.
- One full color page of Lewis and Clark will be included in the *Travel Planner*, listing points of interest in Montana with descriptions of two signature events and two significant events.
- The *2004 Summer Calendar of Events* will have a panel dedicated to Lewis & Clark Events.
- A new two-page spread in the Lewis & Clark brochure reprint will include two signature and two significant events.

#### ***Electronic Media***

- Montana Pow Wow events given special attention through Lewis and Clark corridors.
- Community events highlighted by using feature articles from *Montana Magazine*.
- Assisting Montana Tribal Tourism Alliance (MTTA) in promoting Montana Indian Reservations' visitor attractions, services, events and tourism contacts through information provided and reviewed by MTTA.

***Montana Tribal Tourism Alliance:*** To increase MTTA's visibility as a strong, intertribal agency. MTTA plans to host the 1<sup>st</sup> Annual Gathering of Artists for Montana's American Indian artisans and crafters. Success will be determined by the amount of American Indian vendors that participate and the attendance of visitors and tourists to this event.

MTTA plans to host a Living History encampment in conjunction with the Lewis & Clark Festival, as well as an encampment in Billings, MT during the summer months. Success will be determined by the quality of the encampment programs, encampment attendance and the number of tribes represented.

***Wendt:*** Wendt developed a plan with Travel Montana in 2001 on how to promote travel to Montana during the Lewis & Clark Bicentennial Commemoration.

## **A.3 Create New Tourism & Recreation Products through Packaging**

### ***A.3.1: Assess Potential for Local/Regional Packages, & Coordinate Suppliers***

***Billings Cultural Partners:*** This is the natural evolution for the Billings Cultural Partner's WestFest and we hope to work with the local hotel, retail and food industry. The Billings Cultural Partners supports a comprehensive "community-regional" plan to align the various

events and attractions, create an image, a package for that effort and a cooperative marketing plan.

**Bozeman Convention & Visitors Bureau:** Promotion of Internet packages on our web site [www.bozemancvb.visitmt.com](http://www.bozemancvb.visitmt.com) (special deals). Partners: Dollar Rent a Car, 320 Ranch, Bridger Bowl, Montana Travel, Best Western Gran Tree Inn.

**Fallon County:** Using combinations under this objective, and cross promotion of A.2. leverage can be gained and you will get more tie in / buy in by others in the state.

**Missoula Convention & Visitors Bureau:** We have done a number of projects in cooperation with Travel Montana, Glacier Country, other CVBs and a variety of local businesses. Next week we will help host a seminar about packaging. At present approximately 50 are scheduled to attend. We will measure our success by the activity level among the seminar participants as well as by how many packages are successfully created and marketed.

**Montana Tribal Tourism Alliance:** MTTA is in the beginning stages of identifying resources for future development of Tour Packages, coordinated through MTTA, on each of the seven reservations in Montana. Success will be based on identifying significant and reliable human resources, business resources and natural resources on each of the reservation, then the development of an itinerary agenda for each reservation tour.

**Russell Country:** Russell Country has worked with the Great Falls CVB to develop packages that will be promoted on both partner's websites. A Great Falls-based travel agent will sell the packages. Four packages have been developed to date.

**Whitefish Convention & Visitors Bureau:** Hosted two Joe Veneto seminars to develop packages. Brought suppliers together from region; worked closely with Glacier Country. Whitefish CVB sponsors regional newspaper advertising in cooperation with local businesses (shops, restaurants, and lodging).

**A.3.2:        *Promote Off-Peak Weekend Getaway Packages/Events to "Nearby" Markets***

**A.3.3:        *Capture More Pass-Through Travelers with Mini-Packages***

**Gold West Country:** We are offering package deals and discounts to our members starting in January. The cost is minimal and encourages businesses to get together to offer attractive packages. Our successes will be measured in the number of package deals on our site and by our clients' responses to the offers.

**A.4    Create New "Destinations" with Special Designations & Events**

**A.4.1:        *Work with MDT & Legislature to Implement Montana Scenic/Historic Byway Program***

**Fallon County:** This would be good.



**Montana Historical Society:** MHS Representative (Ellen Baumler) appointed to Scenic Byways Committee; SHPO working with MDT under “Historic Roads and Bridges Plan” to facilitate interpretive signage on historic scenic roads; MHS Press collaborating with MDT to create a book on Montana’s bridges.

**Tourism Advisory Council:** TAC volunteered to serve as the Scenic-Historic Byways Advisory Council (SHBAC) that assists MDT and the Montana Transportation Commission in developing a Montana Scenic/Historic Byway Program. The SHBAC began work in July 2003 and should be able to provide MDT with a draft program proposal to consider by Spring 2004.

#### **A.4.2:        *Use Collaborative Efforts to Create Special Designation Areas***

##### ***Missouri River Country:***

- Dinosaur Trail Brochure - Internet, billboard signs
- Co-op with Travel Regions
- Track visitations
- Birding – collaborate efforts with FWP
- Lewis and Clark Interpretive Sites – (Worked with USF&W, Corps of Engineers, and Department of FWP)

**MT Bureau of Land Management:** MT BLM hosted a Signature Event planning meeting in July 2003 and included local BLM staff involved in the Signature Events and Event contacts from the local communities. This meeting resulted in an action plan for MT BLM and initiated agreements as well as identified funding opportunities between BLM and Explore the Big Sky! and Clark on the Yellowstone.

MT BLM participated in several site meetings with the host communities for development of the signature event. Both sites involve BLM public lands and will require BLM resources for support. MT BLM also participated at other National Signature Events along the trail to prepare for these events when they get to Montana.

##### ***Montana Promotion Division:***

###### ***Tourism Development & Education***

Provided technical, staff support and, in some cases, financial assistance to organizations developing cultural tourism and scenic loop corridors, and the state’s scenic-historic byways program. Special designation areas receiving assistance included:

- Hands of Harvest: Heritage Craft Trails of North Central Montana
- Northern Continental Divide Scenic Loop (Hwy 89 Rocky Mtn Front; Hwy 200 Blackfoot Valley; Hwy 83 Seeley-Swan Valley; Hwy 2 Glacier National Park)
- Missoula Cultural Council’s Cultural Corridors of Western Montana
- Beartooth All American Road Scenic Highway Corridor Management Group
- Montana Birding and Nature Trail
- Montana Scenic-Historic Byway Program development

*Partnership Needs:* Financial and Technical Assistance partners interested in helping any or all of these community-region based efforts are encouraged to contact Victor Bjornberg for more information:, vbjornberg@state.mt.us, 406-841-2795.

***MSU Extension:*** Expanding the Western Regional Nature-Based Tourism program by conducting additional “Nature-based Tourism Opportunities” workshops.

***U.S. Fish & Wildlife Service:*** The National Wildlife Refuge System is celebrating its 100-year anniversary in 2003. March 14<sup>th</sup> was the official birthday and every staffed refuge in Montana (and across the nation) held a birthday celebration to which the public was invited on or very near that date. Specific activities differed from refuge to refuge, but each hosted a celebration that was well publicized and involved the local communities. Refuge staff throughout the state has taken every opportunity to promote the Refuge System Centennial and encourage people to visit a refuge.

The U.S. Fish and Wildlife Service is also participating on the Montana Birding and Nature Trail steering committee which represents federal and state natural resource agencies, tourism interests, tribal interest and nonprofits. The steering committee’s mission is to coordinate “the development and promotion of a statewide birding and nature trail system that provides sustainable economic benefits to local communities and promotes conservation and stewardship of Montana’s biological diversity.” A pilot project for the statewide system, the Bitterroot Birding Trail, has received funding through a National Forest Foundation grant.

#### ***A.4.3: Seek Opportunities to Host National/International Sports Competitions***

***West Yellowstone Chamber of Commerce:*** We cooperated with the West Yellowstone Ski Education Foundation to successfully bid to host one in the prestigious cross-country ski NORAM races for this and the following two years. These races draw up to 150 participants who, in turn, are followed by many family and friends.

### **A.5 Enhance Montana’s Winter Recreation Products/Services**

#### ***A.5.1: Refine Montana’s Niche in the Destination Ski Market & Snowmobile Markets***

***Big Sky Convention & Visitors Bureau:*** Focus approximately 40-50% of all advertising on winter market. Work cooperatively with other organizations and businesses in Big Sky (BSLG, BSCC, Big Sky Resort) to stay competitive in ski destination market. Attend ski shows, advertise in national ski and snowboard magazines.

***Whitefish Convention & Visitors Bureau:*** PR program partners work to promote “brand” awareness of Montana Winter recreation. CVB advertises in Montana Winter Guide.

### **A.5.2:      *Package Skiing & Snowmobiling with Other Activities***

**Fallon County:** Yes, get them here and show them that there is more to Montana. Give them something to do along the way.

### **A.5.3:      *Expand “Alternative” Winter Activities***

#### ***Flathead Convention & Visitors Bureau:***

- Media relations program focusing on the wide range of winter activities provided in the Flathead Valley. To date, resulted in articles in *RV Life*, *AAA Home and Away*, *Geiko Direct*, and *Endless Vacation*.
- Created cross-country and snowmobile brochures that are distributed through the web site, call center and by individual members.

## **A.6    Attract More Meetings & Conventions to Montana**

### **A.6.1:      *Refine Montana’s Niche and “Brand” in the Meeting/Convention Market; Determine Feasibility of Enhanced Meeting & Convention Facilities***

**Custer Country:** A subcommittee of the Marketing Committee has undertaken the completion of a “Convention and Meetings” packet that will be distributed to groups who express an interest in holding meetings in Custer Country. Our focus will be on small groups as well as large. The kit will include photos of Custer Country attractions and scenery, along with information on meeting facilities for various sized groups. In addition, the information will be put on CD-ROMs so the information can be utilized by prospective groups in Power Point and other computer applications. The photos included in the CD will be downloadable and printable.

**Glacier Country:** Created new meeting & convention fulfillment piece (Success measured through number of pieces requested and sent)

**Missoula Cultural Council:** MCC has actively participated in two studies to determine feasibility of a convention center in Missoula.

### **A.6.2:      *Conduct Training on the Needs & Trends of Meeting/Convention Markets***

### **A.6.3:      *Use Local Historical/Cultural Attractions to Enhance Venue Offerings***

**Missoula Convention & Visitors Bureau:** As part of our marketing plan, we will create a meeting guide to help meeting planners see the tremendous potential of the area. We are also promoting our cultural attractions to magazines hoping to get feature stories. So far, *Northwest Travel*, *Skywest* and *Horizon* magazines have featured Missoula. *Northwest Travel* did a feature on Missoula, which included information about arts and culture and followed up with a piece about carousels of the Northwest, which included A Carousel for Missoula. From the time spent here, *Skywest* chose to do a feature story on our community’s children’s theatre; they have also

scheduled articles on a local Lewis & Clark attraction and on our carousel. We will base our measure of success on increased attendance at arts and cultural venues and will also keep track of inquiries generated by our marketing and publicity.

**Missoula Cultural Council:** This is a vital ingredient of MCC's Cultural Corridor project as well as its other tourism related activities.

**Montana Historical Society:**

- MHS hosted Western Writers of America meeting in Helena 2003; participants from across the US.
- SHPO assisting in regional Plains Anthropological Society conference in Billings 2004.
- Regional preservation workshop on preserving place at Polson 2003. Participants from MT, ID, WY, ND.

**Montana Tribal Tourism Alliance:** MTTA is interested in an cultural and historical assessment of important natural, historic and cultural sites in Montana to determine how we can better incorporate the Indian point of view at these places to enhance venue offerings and general knowledge of Indian culture in Montana. Success will be determined if the Indian story can be incorporated into a region and/or venue in which it was not originally incorporated. Acknowledgement of the breadth of sacred sites and the important Indian relationship to the land outside reservation boundaries is also a factor of success. A wide variety of partnerships will be needed to complete this objective.

## **A.7 Enhance System of Tracking, Analysis & Information Dissemination about Tourism Trends, & Implications for Stakeholders**

### **A.7.1: *Continue Strategic Research about Resident & Nonresident Travelers***

### **A.7.2: *Regularly Measure Montanans' Opinions about Tourism & Recreation***

**U.S. Fish & Wildlife Service:** In late July and August of 2002, the Division of Visitor Services and Communications, National Wildlife Refuge System, U.S. Fish and Wildlife Service (FWS) conducted a survey of National Wildlife Refuges (NWR) in order to gather information about visitor satisfaction. The two principal reasons for conducting the survey were: (1) to establish a baseline for evaluating FWS refuge performance within the context of its GPRA goal, "By 2005, 90% of National Wildlife Refuge visitors are satisfied with the quality of their recreational/educational experience," and (2) to better understand the interests and perspectives of refuge visitors and thereby improve the experiences of future visitors, particularly in the areas of recreation and information/education services.

A sample of 50 "high visitation" refuges was identified. Forty-five refuges from this sample participated in the survey. It is important to note that the findings and conclusions presented in this report can be applied only to summer season visitors of high visitation refuges (the survey

population). Due to the understandable boundaries of both the survey instrument and the survey process, broader generalizations cannot be made.

*Key Findings and Conclusions*

The most important and most evident conclusion to take away from the survey data is that refuge visitors have a high level of satisfaction with regard to their refuge visits. Slightly more than ninety percent of visitors reported satisfaction with their experiences at refuges and almost 90% indicated that they would likely visit a refuge again within two years. Importantly, satisfaction was to a large extent, consistent across all sub-populations. Similarly, the primary purpose of an individual's visit to a refuge, as well as the range of activities s/he participated in while at the refuge, had very little apparent impact on his or her satisfaction – in all cases, satisfaction was very high. And visitor satisfaction was not only consistently high, it was also durable. That is, even visitors who perceived some aspect of a refuge's services or facilities to be inadequate were very likely to express overall satisfaction with regard to their refuge visit.

**A.7.3:      *Conduct Regular Conversion Research to Measure Results of Marketing Efforts***

**Gold West Country:** We are doing a conversion study to find out who traveled to Gold West Country and what effected their decisions to come or not to. We will measure our success by the number of responses.

**Wendt:** Wendt has conducted, on behalf of Travel Montana, an Internet Conversion study in 2001 and a Television Conversion study in 2002. A research project is planned for 2004 that will measure the impact of all Warm Season advertising.

**A.7.4:      *Establish a Central “Clearinghouse” for Data Collection, Analysis & Reporting***

**A.7.5:      *Create a Statewide “Baseline” Database of Tourism & Recreation Assets***

**Montana Arts Council:** MAC has a database of arts organizations and a complete calendar of events handled through *Lively Times* that will provide a great start for cultural assets. MAC representative Cinda Holt met with Department of Commerce Director Mark Simonich, Administrator Betsy Baumgart and TM's Victor Bjornberg to introduce them to the folks at *Lively Times*. *Lively Times* is contracted to do MAC's cultural calendar for its newspaper and also publishes a statewide newspaper with extensive cultural and recreational listings. This was a fact-finding meeting to determine how best to increase cultural offerings information on Travel Montana's website. It is MAC's hope that the *Lively Times* can integrate its information into Travel Montana's activities search sites. The next step will be for the technicians of both organizations to meet to discuss technical issues and costs.

**A.7.6:      *Enhance Data-Gathering Systems at Attractions & VICs***

**A.7.7:        *Upgrade Lodging Tax Reporting Systems at Montana Department of Revenue***

***Montana Promotion Division:***

***Industry & Operations***

The Department of Revenue is planning on upgrading the lodging tax reporting system to the new IRIS computer system by March 2004. Participate in ongoing discussions with the Department of Revenue on MPD's needs and provide support and information as appropriate. Measure: Transfer to the new computer system by 2004 and ensuring that the system is accurate.

**A.7.8:        *Coordinate with the Private Sector for Enhanced Tracking/Reporting***

**A.8    Create a Connected System to Share Information & Resources**

**A.8.1:        *Create a Tourism & Recreation Listserv to Share Information***

***Montana Tourism Coalition:*** MTC is ready to share what we have. We need to cross check other stakeholder lists to eliminate duplication.

***Powell County Museum & Arts Foundation:*** OPM would welcome the opportunity to contribute consumer and recreational resource data toward a Tourism & Recreation Information Database/Service.

**A.8.2:        *Create a Database of Tourism/Recreation Technical & Funding Resources***

***Powell County Museum & Arts Foundation:*** OPM staff believes that creation of a Technical & Funding Resources Database is critical for Montana Stakeholders to be able to compete for the national market and in securing, preserving and developing the potential of their attractions. OPM seeks assistance in researching and securing the technical and funding resources necessary to preserve the extensive and deteriorating physical asset of the Montana Territorial Prison complex.

**A.8.3:        *Share Information about State/Regional Advertising Plans to Facilitate Coordination***

***Bozeman Convention & Visitors Bureau:*** Travel Montana is working on this with the CVBs and regions. We will discuss further implementation of this at the upcoming CVB/Region meeting when we discuss Joint Ventures and the possibility if applying for them during the year instead of just at the beginning. Partners: CVBs and Regions, Travel Montana and possibly all of the ad agencies?

***Missoula Convention & Visitors Bureau:*** We have partnered with Glacier Country and the Flathead Valley CVB to make sure each issue of *AAA Home and Away* has an ad about this area. By doing this none of us have to advertise each issue, but we all share the benefits of constant coverage. We also share information regularly by email and try to include other agencies in all our plans. We will measure success by inquiries and by how enthusiastic our partners are about partnering again next year!

***Wendt:*** Wendt helps Travel Montana provide detailed information on Warm Season marketing efforts at all TAC meetings.

***A.8.4: Enhance Sharing of Tourism & Recreation Photo Libraries***

## B. MANAGING THE USE OF ASSETS

### B.1 Seek Balance Between Asset Protection & Visitor/Business Needs

#### ***B.1.1: Compile an Inventory/Evaluation of Natural/Historic/Cultural Assets & Facilities***

**Glacier Country:** Glacier Country Board completed list at January 2003 board retreat, which is being used in the design of the 2004 travel guide (Success based on completion of project and implementing list in future projects).

**Missoula Parks & Recreation:** Status: Complete regarding public facilities. MRPA, working with FWP and other agencies, completed the SCORP process last winter and spring. Info can be found at <http://fwp.state.mt.us/parks/scorp/default.asp>.

**MT Fish, Wildlife & Parks:** Balancing resource use with protection – ESA issues, Plans for species.

- Wolf Plan finalized in effort to delist species. Process moving forward.
- Comprehensive fish and wildlife planning process underway for all native animals and their habitats. Due October 2005.

**U.S. Fish and Wildlife Service:** The U.S. Fish and Wildlife Service will manage all refuges in accordance with an approved Comprehensive Conservation Plan (CCP), which, when implemented, will achieve refuge purposes; help fulfill the Refuge System mission; maintain and, where appropriate, restore the ecological integrity of each refuge and the Refuge System; help achieve the goals of the National Wilderness Preservation System; and meet other mandates. The CCP will guide management decisions and set forth goals, objectives, and strategies to accomplish these ends. Each plan will be founded on principles of sound fish and wildlife management and available science, and be consistent with legal mandates and our other policies, guidelines, and planning documents. We will prepare refuge plans that, above all else, ensure that wildlife comes first on national wildlife refuges.

The Comprehensive Conservation Planning process is nearly complete at Lost Trail and Medicine Lake National Wildlife Refuges in Montana. The process will begin at the National Bison Range and Lee Metcalf and Red Rock Lakes National Wildlife Refuges in 2005.

#### ***B.1.2: Select Management Options that Emphasize Balanced Resident & Nonresident Use***

**MT Bureau of Land Management:** The monument staff in the Lewistown Field Office continues to work with the University of Montana in identifying visitor use characteristics along the Upper Missouri National Wild & Scenic River. Lewistown BLM collected public comments on the monument plan and will use the data and inventory information from the UofM in the planning process. Public involvement and use of visitation statistics is critical for BLM planning processes and this will continue.



**U.S. Fish and Wildlife Service:** One of the goals of the Comprehensive Conservation Planning process is to ensure opportunities to participate in the refuge planning process are available to our other programs; Federal, State, and local agencies; tribal governments; conservation organizations; adjacent landowners; and the public.

**B.1.3:        *Develop Systems of Allocated Use in Sensitive Areas***

**U.S. Fish and Wildlife Service:** See B.1.1 and B.1.2 above.

**B.1.4:        *Evaluate Licensing for All Guided Recreation Activities that Involve Safety Risk***

**B.1.5:        *Address Motorized vs. Non-Motorized Recreation User Conflicts***

**Fallon County:** I think this is more emotional and will be a difficult topic to address. Neither side will ever be happy.

**U.S. Forest Service:** Forest Service is engaged in travel management planning on many forests to provide quality Off Highway Vehicle recreation experiences while protecting sensitive resources from unacceptable impacts.

**B.1.6:        *Address Invasive Species Problems through Partnerships & Educational Programs***

**B.1.7:        *Encourage Appropriate Use of Land Conservancy Programs***

**B.2:    Address Access Issues on Public & Private Lands & Waters**

**B.2.1:        *Support Implementation of Strategies to Improve Access to Public Lands & Waters***

**Missouri River Country:** Partner with Tribes, BLM and FWP to develop boat ramps.

**MT Fish, Wildlife & Parks:** Continue to improve access for hunting, angling & general recreation.

- Hunting Access Enhancement Fee improving opportunities on private and public lands. (Also applies to C.7.6)
- New Fishing Access sites being considered statewide.
- Grant LWCF monies to communities for improvements in local recreation sites.

**B.2.2:        *Expand the Block Management Program for Access to Private Lands***

**B.2.3:        *Use Special Groups to Facilitate Discussion of Access to Public/Private Lands & Waters***

**MT Fish, Wildlife & Parks:** Water based recreation management – Statewide committee helps guide use of resources

- Report from River Recreation Advisory Council complete.
- River recreation policy development underway. Available in Spring 2004.

### **B.3 Develop an Enhanced Transportation System in Montana**

#### **B.3.1: Advance Implementation of Montana's Rest Area Strategy**

##### **Montana Department of Transportation:**

- Lolo Pass Visitor Information Center & Rest Area opened Spring, 2003
- Dena Mora Rest Area on Lookout Pass (I-90) is under construction and will be opened Spring, 2004
- Mosby Rest Area (MT 200) is scheduled for letting in February and will open in 2005
- Several rest areas are in the environmental process or under design:
  - Interstate 15: Lima, Boulder, Dearborn
  - Interstate 90: Bearmouth, Anaconda, Little Bighorn Battlefield
  - Interstate 94: Fort Keogh
  - US 12/US 191: Harlowton
  - MT 200: Flowing Wells
  - US 2: Glasgow
- MDT is continuing to improve its rest area maintenance practices by improving caretaker-contracting procedures and by piloting the use of MDT maintenance employees at Sweet Grass.
- MDT is continuing to receive positive responses to new rest areas at Bozeman, Lolo Pass, Lost Trail Pass, and Sweet Grass. Many visitors describe the facilities as the cleanest and nicest rest areas they have seen.

#### **B.3.2: Continue to Improve Roads & Bridges; Address Maintenance Backlog**

#### **B.3.3: Work with Air Carriers/Airports to Identify Needs & Enhance Air Service**

**Big Sky Convention & Visitors Bureau:** Big Sky Resort works very closely with airlines in order to continue good air service to Big Sky/Bozeman. Have added direct flights from L.A. on Horizon through guaranteed seat program; have increased air service on existing airlines.

**Tourism Advisory Council:** TAC created a Task Force to address Action B3.4. and added this action to the scope of work to be addressed.

#### **B.3.4: Advocate for Passenger Rail Service**

**Fallon County:** Only if You can show tourism will use it!

**Tourism Advisory Council:** TAC created a Task Force to address this action and added B.3.3. to its scope of work. The Task Force held its first meeting in January 2004.

**B.3.5:        *Work with Car Rental Agencies to Identify Needs & Enhance Services***

**B.3.6:        *Identify Opportunities for Transit/Shuttle Transportation at Major Destinations***

**B.3.7:        *Enhance Montana’s Trail System***

**MT Bureau of Land Management:** The Montana/Dakotas BLM issued the Record of Decision for the Off Highway Vehicle plan. Local BLM offices will work with the public in identifying high priority areas for travel planning. Inventories at key sites/areas has been completed in southwest MT and inventory has been initiated in other areas across the state. Field offices will work with the public and our Resource Advisory Councils to ensure community based planning is done for travel management.

**B.4    Create a Comprehensive & Interactive “System” of Visitor Information & Interpretation**

**B.4.1:        *Enhance State Rest Areas & VICs with Montana Highlights***

**Fallon County:** Computers and CD/DVD information is cheap. Interactive computing should be explored for these areas. Perhaps putting VICs at the most used rest stops.

**Montana Department of Transportation:**

- MDT initiated Montana’s 511 service in January 2003 providing 24-hour real time information on weather forecast and winter driving conditions, and construction information including road closures and major delays. MDT will add information about weight and speed limit restrictions in 2004.
- With the support of MDT, the 58th Legislature passed HB 30 allowing installation of electronic informational kiosks on highway right-of-way.
- MDT installed a tourist prototype information display panel at the Lost Trail Pass Rest Area. Information includes a Montana map and reference to many of the state’s attractions (national parks, state parks, the Lewis & Clark trail, skiing, hot springs, fishing, hiking, and powwows). The design of the display panel is similar to Travel Montana display panels.
- In addition to installing improved display panels at new rest areas, MDT has initiated an effort to upgrade and standardize information displays at all rest areas.
- In cooperation with the Lewis & Clark Bicentennial Commission and the National Park Service, MDT is installing permanent Lewis & Clark interpretive signs at 13 MDT rest areas. In addition, MDT is installing poster versions of the same sign at other rest areas.
- MDT is working with four other states in the CANAMEX Corridor Coalition to develop a North-South Smart Tourist Corridor.

- MDT is working with the Lewis & Clark Bicentennial Commission to install a new electronic information kiosk at the Bozeman Rest Area.

**U.S. Forest Service:** Forest Service cooperated with MDOT, Idaho Transportation Department and other partners to improve rest area and visitor services facilities at Lost Trail Pass and at Lolo Pass, which were largely completed during 2003. Both facilities offer visitor welcome and interpretive centers. Interpretive signs and exhibits on Montana natural and cultural history including Lewis and Clark expedition have been completed for each area.

**Whitefish Convention & Visitors Bureau:** Relocation of Visitor Information Center to downtown Whitefish on Highway 93 has significantly increased the number of visitors we serve. Center has upgraded data gathering and increased the number of travel counselors, who are dedicated exclusively to visitor information services. Travel counselors are trained in a comprehensive program to provide information to encourage multi-day visits in our area.

**B.4.2:        *Educate Visitors about Ethics and Responsibilities on Public & Private Lands***

**B.4.3:        *Complete Implementation of Statewide Lewis & Clark Interpretive Sign Strategy***

**U.S. Forest Service:** In preparation for the Bicentennial, Forest Service has completed numerous new interpretive signs and wayside exhibits along the Lewis and Clark National Historic Trail on the Lolo, Helena, and Beaverhead-Deerlodge National Forests. Additional signs on the Bitterroot, Helena, Lewis and Clark and Gallatin National Forests have been designed and should be installed during 2004. Many of these efforts have involved community based partnerships.

**B.4.4:        *Provide Professionally Researched Interpretive Programs & Facilities for Visitors***

**Montana Historical Society:** Lewis and Clark exhibit, “Neither Empty nor Unknown” under construction. Partnerships formed with the tribes as consultants on the Lewis and Clark exhibit. Scurrier exhibit space completed. Marketing committee formed to better promote agency across the state. Actively pursuing corporate sponsorships.

**U.S. Forest Service:** Forest Service has hired more interpreters to provide hosts and storytellers along the Lewis and Clark Trail during the bicentennial. The Lewis and Clark NHT Interpretive Center has held training courses in Lewis and Clark history and interpretive skills for those working with the public from any public agency or private tour operators.

**West Yellowstone Chamber of Commerce:** West Yellowstone shares its Visitors Center with the National Park and National Forest Services. We offer the building for these groups to use for day and evening programs. As well, we are in the process of working with the Town of West Yellowstone and the National Park Service along with Montana Department of Transportation and the Forest Service to create an expanded Contact Station / Visitors Center.

## **B.5 Improve Statewide System of Highway Signs**

**B.5.1:**        *Develop/Implement Sign Guidelines for Services, Attractions & Businesses*

**B.5.2:**        *Encourage Statewide Adoption of Visitor-Friendly Symbol Signs*

**B.5.3:**        *Address Appropriate Use/Placement of Billboards While Maintaining Landscapes*

**Custer Country:** Custer Country supports the use of Billboards where appropriate, through the Cooperative Marketing program, and with the use of Opportunity funds. Whenever possible, existing billboards are utilized, and support is given to non-profit organizations that have already constructed signs.

## **B.6 Assist Communities to Enhance Facilities/Services for Tourism Development while Respecting Community Values, Heritage & Character**

**B.6.1:**        *Continue and Enhance Community Tourism Assessment (CTAP) & Tourism Infrastructure Improvement (TIIP) Programs*

**MSU Extension:** Continuation of the Community Tourism Assessment Program – completing 3 community programs and starting 3 new ones in collaboration with Travel Montana and ITRR.

**Powell County Museum & Arts Foundation:** OPM has benefited from the TIIP Program and will continue to use that program to further enhance the preservation and interpretation of its community's rich history.

**B.6.2:**        *Encourage Review of City/County/Tribal Infrastructure & Public Services*

**B.6.3:**        *Enhance Heritage/Cultural Facilities & Attractions to Meet Visitor Needs*

**Missouri River Country:** Develop a map of dinosaur trails.

**MT Bureau of Land Management:** BLM and our local partners have continued work on the new interpretive centers – one at Pompeys Pillar National Monument and one in Fort Benton, Montana. The design phase for the centers is near completion. Accessibility Evaluations were held at several sites in Montana BLM over the past two years. Sites will continue to work on corrective actions and/or modifications as needed.

***Montana Historical Society:***

- Walking tour brochures and Lewis and Clark Landmark brochures (2003).
- Work with FWP and others on Travelers Rest Plan and archaeology (2002-2003).
- Member of Pictograph Cave Advisory Committee (2002-2003).
- Member of Highway Map Advisory Committee (2003).
- SPHO “Brick and Mortar” grants ’02-03 to Rialto Theater in Deer Lodge and Madison Co. Fairgrounds (2003).
- Member: Montana Heritage Commission (Virginia City).
- Treasure State Treasures museum exhibit, 2003.
- L.A. Huffman museum exhibit, 2003.

**Powell County Museum & Arts Foundation:** In 2004, OPM will continue to develop local history toward the critical mass necessary to meet the cultural expectations of the community and its visitors: Addition of a Railroad Museum and Interpretative site; Addition of an Old Yellowstone Trail National Highway interpretative site.

***B.6.4: Encourage Community Participation in the National Main Street Program***

***B.6.5: Encourage Communities to Use Strategic Planning & Development Tools***

**Montana Lewis & Clark Bicentennial Commission:** The Montana Lewis & Clark Bicentennial Commission has continued over the past year to offer assistance and technical input to many of the more than 100 communities along the 2,000 mile Montana Lewis & Clark Trail. Some of these efforts include:

- Continuing to offer Project and Operation & Planning grants statewide
- Working closely with the National Park Service for the delivery of Challenge Cost Share funds to Montana grantees
- Partnering with the Focus Team of the Montana Tourism & Recreation Initiative in presenting an interpretive sign strategy workshop
- Presenting the fifth annual Lewis & Clark Conference which offered key planning updates and technical "how to sessions"
- Continuing to represent Montana on the national and regional planning level
- Continually working to enhance communication and coordination by distributing timely List Serve Updates, producing "journal notes" newsletters, updating and expanding the Commission's web site, and attending Regional Bicentennial Commission meetings.

## C. CREATING TEAMS

### C.1 Identify Opportunities to Link Agriculture with Tourism

**C.1.1:** *Create Mechanisms for Tourism Businesses to Use Montana Agricultural Products*

**C.1.2:** *Enhance Existing Programs with Focus on Tourist Markets*

**Yellowstone Country:** Partner with regional agriculture entities to promote “agri-tourism” events, attractions and vacation destinations (2003). YC coordinated and co-hosted a press trip centered on promoting the agri-tourism link, and is currently looking at opportunities for the future. This endeavor was considered successful based on the number and quality of printed articles resulting for this endeavor. Our partners also considered it successful based on the increased number of vacation bookings.

**C.1.3:** *Develop Cooperative Marketing Campaigns between Agriculture & Tourism*

**Bozeman Convention & Visitors Bureau:** Presently working Northern Rocky Mountain RC&D, and a private travel company and the Bozeman Chamber agriculture committee to promote tourism through agriculture by developing a map (similar to Farm Hands) as well as some training and educational outreach on agritourism.

**Partners:** Northern Rocky Mountain RC&D, Off The Beaten Path, Area ranchers and Farmers, Possibly other by the time the project is complete.

**Glacier Country:** Cooperative Marketing Funding of FarmHands Maps (Success measured through number of maps distributed)

#### **Montana Promotion Division:**

##### *Electronic Media*

The Electronic Media program worked with Montana agricultural businesses to add promotional content and imagery highlighting agricultural tourism on visitmt.com and other Travel Montana, Montana Promotion Division websites. The Electronic Media program contacted agriculture business that had been identified by the Montana Promotion Division Publicity Coordinator as needing assistance. The Electronic Media program provided these businesses with direction for obtaining a lodging tax identification number. This allowed the Electronic Media program to list the agriculture businesses under the working ranches listings on our websites, as well as work with businesses to collect descriptive information and photographs of their operations for the websites.

**Partnership Needs:** The Electronic Media program plans to reach out to the agricultural community by working with Montana Department of Agriculture as well as Montana agriculture associations. We plan to provide the Department of Agriculture and Montana agriculture associations with information for those organizations to disseminate, about how Montana agriculture business can be promoted on Travel Montana, Montana Promotion Division’s websites.

*Film Office*

The Montana Film Office has hundreds upon hundreds of Montana ranches and farms in its photo files that are sent to production companies every month. Filming can often be done in conjunction with, or with very little impact to the actual farming or ranching operation, and it can be an additional source of income. We continue to build relationships with Montana farmers and ranchers in order to promote their property as filming locations. This past summer the film office sent a survey out to all the working ranches (as well as guest ranches and lodges) listed in the tourism database, to inquire if they would also like their working ranch to be promoted as a filming location. As a result of that survey process there are now over 30 new ranches listed in our photo files and database that we can now promote to the film industry. For more information contact Sten Iversen at the Montana Promotion Division Film Office, 406-41-2879, or e-mail [sten@visitmt.com](mailto:sten@visitmt.com).

*Partnership Needs:* Individual farmers and ranchers along with associations such as the Montana Stockgrowers Association and Montana Cattlemen's Association could be very helpful in reaching out to Montana's Ag community. The Montana Department of Agriculture and county extension agents are helpful as well. Please call Sten Iversen at the Montana Film Office, 406-841-2879, or e-mail [sten@visitmt.com](mailto:sten@visitmt.com).

***Russell Country:*** Russell County funded a brochure for Hands of Harvest to promote north central Montana's artists and crafters. Many of these are agriculture based.

***Yellowstone Country:*** Coordinate/hosted "Working Ranch" press trip (2003)

***C.1.4: Educate Visitors about Montana Agriculture & Ranching*****C.2 Create Partnerships to Address Asset Management Needs*****C.2.1: Identify Opportunities for Partnerships & Funding to Address Asset Needs***

***Montana Arts Council:*** To better understand the tourism industry and work productively, the arts council will seek to continue arts representation on the Tourism Advisory Council and will ask the Governor to appoint a tourism industry representative on the arts council. Travel Montana asked MAC to present a slate of candidates and MAC nominated five individuals for consideration by the Governor for TAC. One member was selected – Mark Browning from Miles City. MAC will be rotating one member off of its council next year and will ask Travel Montana for recommendations to fill the position with a tourism industry candidate.

MAC will also work to get local arts organizations involved in tourism country activities and ensure that these groups and artists are working actively in local tourism efforts. MAC representative Cinda Holt has attended four of the six Tourism Country annual meetings to determine ways to integrate cultural activities more fully into their marketing campaigns. She will attend the remaining two after the first of the year.

It appears there is a shortage of cultural images, so MAC will be embarking on a statewide search for high quality photo images of cultural activities and organizations to feed to the various advertising managers. Also, MAC will be working on strengthening the relationships between the Tourism Country members and the cultural community so that more cultural information can be exchanged and included in travel planners.



The *Montana Cultural Treasures* publication is a successful publication of Travel Montana, Lee Enterprises, the Montana Historical Society and the Montana Arts Council. The Tourism Country members have voiced their desire to have more of the publication, and TM is working on increasing the budget to accommodate a larger volume.

As stated before, MAC is increasing its efforts to build bridges between Tourism Country members and members of the cultural community. The first step is visiting the Tourism Country meetings. Next is more in-depth research to determine on a statewide basis, who is already familiar with, and working in partnerships with, their tourism representatives. There will be increased efforts to introduce those folks who have not yet had occasion to get to know each other, or work in cultural tourism partnerships.

**MT Bureau of Land Management:** BLM hosted a Partnership course in Miles City MT in the spring of 2003. The training was attended by many local partnership/community groups and was well received. The training is intended to spark partnerships and find ways to work better together.

**West Yellowstone Chamber of Commerce:** Through a cooperative effort with the Town of West Yellowstone, the West Yellowstone Ski Education Foundation and the National Forest Service we have pooled money and grants to enable the community to construct a new trailhead facility at the Rendezvous Trails.

**C.2.2: *Evaluate Agency Regulations & Policies to Determine Differences in Priorities/Programs***

**C.2.3: *Encourage Citizens to Volunteer for Asset Maintenance Projects***

**C.3 Increase Awareness & Utilization of Business Assistance Programs among Tourism & Recreation Businesses**

**C.3.1: *Provide Information about Business Assistance to Tourism & Recreation Businesses***

**Montana Commerce Department, Business Resource Division, Regional Development Bureau**

- Red Lodge was granted planning funds to develop practical, multi-faceted tourism development plan.
- Follow-up to town of Custer Resource Team Assessment has spurred archeological search for Montana's first American settlement (with significant Lewis & Clark ties) to create a new destination midway between Pompey's Pillar & Little Big Horn Battlefield in that cultural tourism corridor. Researched stories, recruited team, wrote grant application, and conducted initial search. This has significant opportunity to freshen the Lewis & Clark story as it deals with the years after their return.
- Participated on Resource Team at Fort Belknap in October. Report to come out in February 2004.
- The Resource Team Assessments that are held around the state are partly funded by Commerce and operated through the Montana Economic Development Association (MEDA), and include Tourism and Recreation as key components.

- Encouraging the development of a Farmer's Market in Red Lodge to build more retail/restaurant traffic and offer convenient market for area producers. Now staffed, should start Summer 2004.
- Continue to work with Red Lodge Mountain Ski Resort (#4 ski site in state) to develop capacities and grow non-local tourism.
- Starting to work with Livingston and Red Lodge on a variety of arts cluster developments with tourism opportunities.
- Presented ideas and continue work with Baker local development group regarding Medicine Rocks State Park tourism development/interpretive facilities planning and event development ideas benefiting from their unique in-town lake.
- Regional tourism/attraction development planning for Conrad (golf, Cold War museum, bird-hunting).
- Participating in Travel Montana CTAP at Crow Reservation-will help in implementation to diversify attractions and capture more lodging/meal dollars.
- We have met with Jim Schaefer of Custer Country and at Missouri River Country.
- We invited both Missouri River and Custer Country to our Eastern Montana Economic Development Coalition Meetings and had them make presentations on what is happening in their organization.
- We have provided information to tourism related businesses and typically have referred them to the respective SBDC for technical assistance if prudent.

**Montana Department of Commerce, Small Business Development Center:** The SBDC markets their program to the general business community in the ten SBDC regions through the SBDC brochure, local marketing of Business Start-up classes, local marketing of the NxLevelL courses, and local marketing of various training offerings. The SBDC program does not focus on any specific type of business or industry, but makes free and confidential counseling and low-cost training available to all businesses. 65% of clients counseled are in the retail and service sector. Through our management information system, we track and report counseling and training statistics to SBA. A category could be added to track tourism and recreation type businesses. The SBDC submits to the Lead Center (MDOC BRD) and the SBA District Office quarterly narrative reports describing company success stories as a result of SBDC counseling. The Lead Center can highlight and make available company success stories related to the tourism and recreation industry as a result of SBDC counseling.

The MDOC MicroBusiness Finance Program lends funds to seven actively lending organizations that make loans to borrowers in their local areas. We do not have a statewide database of companies that have received loans, but those are available from the individual lending organizations. The types of micro-businesses that are funded could be easily obtained since recently, network-wide, approximately 10-20 loans are funded per year. It would be worthwhile for the MBDC Program Manager to also visit with the Tourism regions to apprise them of the financing and technical assistance available under the program.

**Actions:** Victor Bjornberg gave a presentation on the Montana Tourism and Recreation Strategic Plan to the SBDC network at their July 2003 quarterly meeting. He also talked about Tourism Programs under MDOC's Travel Promotion Division.

**Actions:** Suzanne David, Great Falls SBDC, was invited to present information about the SBDC to a cultural tourism meeting; however, she was unable to attend.

**Actions:** Ann Desch, representing the SBDC, attended the initial meeting of the Creative Clusters group spearheaded by the Governor's Office of Economic Opportunity. There may be some channels for communication that develop from this group that link to how the SBDC can assist companies in the cultural cluster and also possibly related links to the tourism and recreation industry.

**Comment:** In the coming year the SBDC State Director will request that the SBDC offices and NxLevel Program Manager meet with the six tourism directors and their boards to inform them of the entrepreneurial development and counseling and training services offered under the MDOC SBDC Bureau. The NxLevel Program Manager can meet with them to discuss the NxLevel business planning classes offered in their regions and introduce them to the SBDC's entrepreneurial development tools. This will dovetail quite well with the SBDC's focus on identifying and working with specific stakeholders and resource partners over the next year, which is a condition of Accreditation by the ASBDC.

**Montana Tribal Tourism Alliance:** It is a primary goal of MTTA, through the development of our newsletter, website and future training endeavors, that information about business assistance opportunities be made more readily available to American Indian entrepreneurs, established tourism businesses and small businesses that are still developing. Success will be evident if more American Indian owned businesses in Montana gain visibility and support on a level beyond the reservation boundaries. Marketing cooperatives will be formed to create an alliance of American Indian businesses through MTTA. A wide variety of partnerships will be needed to complete this objective.

### ***C.3.2: Offer Entrepreneurship & Management Training for Tourism & Recreation Businesses***

#### ***Montana Commerce Department, Business Resource Division, Regional Development Bureau***

- We hosted the Gateway to Opportunity Conference in Glendive January 2004, which had a number of presentations and events related to tourism and assistance for tourism projects activities from state, federal and local perspectives.
- Gave a marketing presentation in November in Browning at an Arts & Craft workshop sponsored by the Blackfoot College TBIC.
- Presented at numerous ABC business planning and resource meetings held widely around the state.
- Crow artists & craftsmen marketing workshop.
- The Fort Belknap TBIC and the Rocky Boy's Stone Child College are working with the RDO on a Cultural/Tourism project. A tourism workshop was participated in by the RDO also last fall.

**Montana Department of Commerce, Small Business Development Center:** Same as C.3.1

***C.3.3: Address Workforce Issues & Training Programs***

***Montana Commerce Department, Business Resource Division, Regional Development Bureau***

- We have had a number of tourism-related people tell one RDO that finding good, inexpensive labor is difficult. We have promoted Superhost training at the Gateway for Opportunity Conference in Glendive, Jan. 04, and at other times to communities (mainly chambers of commerce).
- Presented at numerous ABC business planning and resource meetings held widely around the state.

***C.3.4: Encourage Financial Lending to Provide Capital for Tourism & Recreation Businesses***

***Montana Commerce Department, Business Resource Division, Regional Development Bureau***

- Red Lodge was granted planning funds to develop practical, multi-faceted tourism development plan
- Commerce provided funding to the Great Northern Hotel in Helena.
- Commerce provided a funding commitment to the Old Works Hotel project in Anaconda.
- We have also provided information on grant opportunities (principally for Lewis & Clark) to interested parties.
- Planning grant awarded to the City of Eureka for Tourism planning, and feasibility study of different possible economies.
- Resource Assessment Team - Mineral County - wrote a 28 page report regarding the economic well being, resources for funding, and what the County can do to enhance tourism and other industries. This included the Hiawatha Trail, hiking trails, fishing, and Look Out Pass Ski area.
- Assisted Turner Mountain Ski Area in obtaining a \$90,000.00 grant and a \$50,000.00 loan for the installation of the chair lift.
- The Regional Coordinator for EDA and Regional Development Officer worked with Lost Trail Hot Springs Resort in refinancing an existing Rural Development loan and provided information in regards to marketing the resort to target the Missoula and ID audience.
- The NW RDO's office is in the Kalispell Area Chamber of Commerce and is part of the The Flathead Regional Business Center. The local CVB is also at the Chamber and we do work on referrals for each other etc.
- Worked with S&K Marina on the marina business plan. A loan was approved for \$70,000 for the marina.
- The Regional Development Bureau of the Department of Commerce granted \$69,925 to the Chippewa Cree Community Development Corporation to build cabins, picnic tables, and gazebos utilizing small diameter timber from the reservation forest areas for tribal parks on the Rocky Boy's Reservation. The Department of Commerce actively marketed the Economic Action Grant Program directly to each reservation in order to maximize participation around the state from the tribes. The application projected the creation of 20 new jobs as a result of the project.
- The RDO participated with the Resource Team visit to Rocky Boy's in order to assist with the development of a comprehensive community development resource assessment.

- Montana Community Ventures was notified on December 8<sup>th</sup> that they were one of two communities selected to partner with the Northwest Area Foundation over a ten-year period. NWAFF will provide \$ 12 million of seed dollars of the \$ 75 million total proposed. Tourism and recreation will benefit from this activity also.

#### **C.4 Identify Business Opportunities to Serve Visitors on Public Lands**

**C.4.1:**      *Identify Opportunities for New or Enhanced Tourism/Recreation Services*

**C.4.2:**      *Discuss Ways to Simplify Regulations & Permitting Processes While Protecting Assets*

**C.4.3:**      *Investigate Contracting of Maintenance Operations to Private Businesses*

#### **C.5 Enhance Montana’s “Edu-Structure” to Support Tourism**

**C.5.1:**      *Expand Education Programs for Tourism & Recreation Careers*

**Montana Tribal Tourism Alliance:** MTTA is developing a Tribal Ambassador Training program that would provide an outline of information and resources to increase the number of American Indian tour guides by preparing them to become specialized “Ambassadors” that educate, inform and entertain visitors in a professional, culturally appropriate and timely manner. Success will be apparent if the Training is developed to be effective for all interested Montana Indians, but on a very local, tribally specific level. Any increase in Montana Indian tour guides, interpreters will be seen as a success. Partnerships with MSU-Extension and Tribal colleges would help make this objective a success.

**C.5.2:**      *Develop a Staff Training Program for VICs*

**Yellowstone Country:**

- YC 201 training for VIC staff (2004)
- Tourism 101

YC has developed a training program for regional VICs to help inform seasonal employees about their communities, region and state, and to provide information about the importance of tourism and the bed tax to local, regional and state economies. Having “front-end” personnel who understand and “buy into” supporting tourism will measure success.

**C.5.3:**      *Provide Regional Familiarization Tours for State/Regional/Tribal/Local Tourism Staff*

**C.5.4:        *Include Educational Presentations at Tourism & Recreation Meetings & Events***

**MSU Extension:** Developing an educational program on state birding trails, possibly for a session at the 2004 National Tourism Education Conference. Also collaborating with other MTRI partners in establishing a state wildlife watching educational program.

**Tourism Advisory Council:** TAC's Public Awareness Committee is working with Travel Montana to update and format the Tourism 101 presentation so that more groups and individuals can use it as a tourism education tool to build greater awareness among Montanans and their Elected Officials. Over the past year, TAC has included in their agenda more educational presentations on tourism and recreation topics. TAC has also included an open forum session in their regular agenda for issue and idea discussions with the regions and cvbs as well as general audience members.

**C.5.5:        *Work with MSU to Create "Tourism Extension Agents" in Each Tourism Region***

**C.6    Build Funding Partnerships to Leverage Existing Dollars**

**C.6.1:        *Encourage Strategic Partnerships for Cooperative Project Funding***

**Big Sky Convention & Visitors Bureau:** Try to collaborate advertising efforts between CVB dollars and Big Sky Resort Tax dollars; educate tax board on boundaries/eligibility requirements, how resort tax dollars can contribute to overall advertising and promotion.

**MSU Extension:** Collaborating with other MTRI partners in development of the Montana Birding & Nature Trail.

**Russell Country:** We are presently working on a brochure partnership between the L & C National Forest, Snowy Mountain Economic Development Corp. and the C. M. Russell Museum.

**West Yellowstone Chamber of Commerce:** We participated with the States of Montana, Idaho and Wyoming along with Xanterra Parks and Resorts, the National Park Service, Yellowstone Country, and private sector West Yellowstone businesses to provide a Yellowstone snowmobile information campaign in the Minneapolis/St. Paul area. The campaign was designed to help reduce confusion about whether Yellowstone was open this winter and how snowmobilers could still visit.

**C.6.2:        *Identify Opportunities to Pool Public & Private Marketing Dollars***

**Flathead Convention & Visitors Bureau:** The FCVB developed a cooperative advertising program utilizing AAA Home & Away that combines private funds from members with marketing dollars from participating CVBs to promote Northwest Montana.

**Whitefish Convention & Visitors Bureau:** PR program partners public and private marketing dollars. Whitefish CVB sponsors regional newspaper advertising in cooperation with local businesses. Wildfire Media Relation Task Force built partnership of: Region/CVB/Private Businesses/Government Agencies

## **C.7 Develop Additional Funding Sources for Tourism & Recreation**

### **C.7.1: Consider Selective &/or Local Option Taxes on Goods & Services Used by Tourists**

**Billings Cultural Partners:** This may be one of the more important objectives in this plan. Allowing each community, regardless of population, to enact their own local option tax that would apply to tourist may be the best way to fund non-profits who provide services to these visitors. The Lewis and Clark commemoration should be the impetus to find the framework for this initiative.

**Fallon County:** Expansion of this is a way to tap new dollars for the State's economy. And this is probably the easiest source to tap, as Montana is one of the only places that has the numbers of tourists but does not have a local option tax.

### **C.7.2: Evaluate Expansion of User Fees for Public Facility Recreation**

**MT Fish, Wildlife & Parks:** State Parks funding – Secure funding to implement Futures report and restore program health.

- New funding mechanism passed legislature. State Parks is managing transition to new system.
- Funding will be going to improving weed control, maintenance needs and interpretive programming throughout state as well as future capital improvements.

### **C.7.3: Encourage Attractions to Generate more Revenue from Visitors**

**Missoula Parks & Recreation:** Status: No action by MRPA as of Dec 1, 2003.

**Action Planned:** 1. MRPA contacts various partners to begin dialogue. Success: Meeting held in at least 2 regions. 2. Tourism industry, MRPA and partners take legislation forward.

**Success:** Legislation allows revenue generated from attractions to support government provided parks and recreation services.

**Challenges:** Sharing of the tourism dollar.

**Partners:** CVBs, Chambers, Cities, Counties, FWP

### **C.7.4: Develop Local/Regional Revenue-Sharing Visitor Packages**

### **C.7.5: Create a “Montana Visitor Passport” Program, with a Portion of Proceeds from Passport Sales used to Support Local/Regional Tourism Efforts**

### **C.7.6: Seek Additional Revenue for the Block Management Program**

## **C.8 Develop Partnerships to Facilitate Implementation of Strategic Plan**

- C.8.1: *Conduct Workshops in Each Region to Discuss Plan Implementation***
- C.8.2: *Conduct Training for Region/Convention & Visitors Bureau Boards of Directors & Members***
- C.8.3: *Obtain Funding to Enhance Regional Tourism Organizations***
- C.8.4: *Coordinate Strategic Plan Implementation & Monitoring through Dept. of Commerce***
- C.8.5: *Form an Implementation Team of Private/Public/Tribal/Nonprofit Representatives***

**Tourism Advisory Council:** TAC's Executive Committee has been assigned to provide overview and monitoring of Strategic Plan progress. The MTRI Working Group has also volunteered to monitor Strategic Plan progress so a partnership opportunity exists with representatives from these state and federal agencies.

- C.8.6: *Coordinate Implementation with Governor's Office of Economic Opportunity***

**Montana Tourism Coalition:** Established and ongoing.

- C.8.7: *Develop a User-Friendly System of Annual Reporting on Status of Strategic Plan***



## Montana Tourism & Recreation Challenges

**Custer Country Challenges:** The challenges we face in Custer Country in this case are the same as the challenges we face in our overall marketing strategy. These include overcoming the misconception that “there’s nothing to do” in Custer Country. This attitude results in many visitors passing through without visiting the many attractions we have in Custer Country. We are attempting to overcome these misconceptions through the programs outlined above.

### **Glacier Country:**

- Time and Distance: Glacier Country is as large as the state of Maine so it takes a great deal of time to get to the various meetings and still get all of our other responsibilities done. Need support help either in office or from board members.
- Attendance at various meetings: Need more people from board or members to help in attending meetings. Need support help either in office or from board members.
- Cost: We paid for all of the packaging seminars out of private dollars. Costs could be a hindrance in this very important project of the strategic plan. Need more financial help to continue this process.

### **Gold West Country Challenges:**

1. Getting key people motivated to spread the word on the benefits of tourism.
  - a. Need to learn how to use power point and acquire mobile computer equipment. Should summarize more and reduce the volume of information that is offered to our recipients, as we seem to lose people with volume overload.
  - b. Everyone seems to be on limited time and doesn’t really want to take the time to go out and promote tourism. All people are doing this as a voluntary project and although it is a priority – other priorities seem to take precedence.
2. A lack of interest from people receiving information on tourism information.
  - a. They receive the information but now what?
  - b. Is there a way to make this seem less self-serving and more beneficial to all of Montana?

**Missoula Convention & Visitors Bureau Challenges:** I feel the major challenge is the sheer size of the Strategic Plan. Each time I go through it I realize a little more that I am not personally responsible for each piece of the plan, so familiarity with the plan helps quite a bit.

### **Missoula Cultural Council Challenges:**

How MCC plans to address these top priorities. MCC has been involved in developing cultural tourism on a regional basis since 1995. Thanks to support from Travel Montana, the US Forest Service and other federal and state agencies, its efforts to educate the public and civic officials about the value of tourism in economic development and “quality of life” interests, that “missionary” work is beginning to bear fruit. But none of the actions shown above will be “completed.” They are ongoing and MCC will continue to expand its efforts in the tourism field. It has always fostered the concept of partnership and will continue to do so with those organizations who subscribe to real collaboration rather than individual aggrandizement. Its success will be measured in increased bed-tax dollar collections and the continuing participation and expansion of its partners.

As an affiliate of the national Business Committee for the Arts, MCC will have unique opportunities to create partnerships between the commercial sector and cultural organizations.

Challenges to be met: The major challenges MCC has in implementing the Strategic Plan is overcoming the indifference of individuals and organizations for the Strategic Plan or, indeed, to any effort toward collaborative actions that will enhance tourism at the state and local levels. While we are all time impoverished, too many still harbor a reluctance to look beyond the purely personal and temporal interests on the part of tourism practitioners and, in the field of “Cultural Tourism,” organizations that think “let Joe – or Travel Montana – do it.”

In Missoula – as in some other communities – the challenge has been to inculcate the common-sense proposition that tourism should be a community concern and should benefit the entire community, not just the members of a CVB or Chamber of Commerce. Fortunately, Missoula now has a community-based CVB that, along with MCC, was among the first to endorse the Strategic Plan and is actively implementing it.

A second challenge is effectively communicating the importance of the Strategic Plan to all segments of the community.

What MCC needs to overcome these challenges? Adequate funding for its operating budget. MCC receives very modest funding from the City of Missoula that must cover the cost of operating many different programs, one of which is cultural tourism development and marketing. While it has received funding from Travel Montana and other agencies for specific tourism-related projects, a one-person staff, even if augmented with volunteers, is not enough to get done all that needs to be done. MCC expects that through its Business Committee for the Arts that challenge will be met and overcome.

***Montana Commerce Department, Business Resource Division, Regional Development***

***Bureau:*** We market our programs widely around the state using the Finance Information Center, RDOs, our division brochure, and our related web sites, working with local development groups, and Montana Economic Development Association (MEDA). All businesses have the same access to information and assistance based on each programs guidelines and focus. We give out thousands of brochures that cover all the Division programs each year at numerous business and local development meetings around the state. The brochures address each of the objectives below since our programs cover that range of issues.

Many of our activities listed within this report do not fit exactly into the categories provided but have been included to show the overall efforts in the Regional Development Bureau related to Tourism and Recreation. Many of the people and organizations we work with regularly are tied directly to tourism and recreation activities in their areas, including members of the regional tourism councils.

***Montana Historical Society:*** To provide professionally researched interpretive programs & facilities for visitors continues to be our absolute top priority.

- Scriver warehouse provides storage for the collection and exhibit space there has been created so the public can appreciate the range of the collection, but funding is needed for the exhibit itself.

- Lewis and Clark exhibit, "Neither Empty nor Unknown," planned for the Bicentennial will focus on the Montana tribes and natural history contemporary with the Expedition, is under construction, but we need corporate sponsorships to complete it.
- Better facilities are essential to provide the public with the best possible visitor services, but we need the finances to accomplish this.
- New facility is our long-term goal and top priority.
- We have no problem obtaining partnerships, but adequate funding continues to be our main difficulty, so we are now seeking corporate sponsors.

***Montana Tribal Tourism Alliance:***

- Lack of Professional Staff & reliable funding
- Website still in development
- Time needed to build solid, trusting relationships between MTTA, the Tribes and the tribal members
- Assessing culturally important historic sites and stories throughout Montana will need a lot of collaboration and time. Will start this year, but this will go on for years to come.
- Time to focus on strategic plan in midst of Lewis & Clark Bicentennial planning frenzy.

***Montana Wilderness Association***

It is essential to provide a quality outdoor recreation experience for residents and visitors alike to set responsible limits to motorized traffic--winter and summer. Where ATVs go, most traditional hunters, anglers, campers, hikers, horsepackers will soon leave, or never return. As levels of traffic rise they become single use areas, often destroying traditional pack and saddle trails, stream crossings, meadows and removing the natural experiences most recreationists seek.

Once a traditional Montana backcountry area is transformed into a drive-in experience, Montana's traditional outfitters and guides will be displaced by ATV rentals, with a resulting loss in turn over dollars as more of the money goes out of state. This is squandering of a priceless Montana resource. Same goes for hunting season.

Because motorized use is a dominant use, the impacts are often one-way, for example pedestrians rarely damage cars but cars often kill or injure pedestrians. Mixing people on foot, especially children and families, with increasingly powerful motor vehicles is dam poor management.

Far too little attention is paid to the needs and settings desired by traditional nonmotorized recreationists by public land managers in Montana and far too much attention to ATVs. The Montana tourism plan should encourage every national forest and BLM area to adopt TRAVEL MANAGEMENT plans that conserve primitive and natural settings free of roads and vehicle traffic --as well as provide separate areas for motorized use.

I am glad to finally see some recognition that winter recreation does not only equal snowmobiling and downhill skiing. I believe that the national forests in Montana are falling far short of their potential to provide awesome quiet winter trails and backcountry experiences. Lets talk about this. You have left out a wonderful winter tradition with great potential for growth and rediscovery --snowshoeing.

The Montana Wilderness Association and Montana Snowmobile Association are slowly working on forest-by-forest winter recreation agreements –EVERY NATIONAL FOREST SHOULD HAVE ONE.

Lastly I have increasingly begun to appreciate the priceless historical value of Montana's traditional mountain trails (foot and horse). I believe we need to preserve Montana's traditional trails before more are lost to misuse and agency neglect. What about the idea of establishing Montana Heritage Trails to include historic mountain trails?

***Powell County Museum and Arts Foundation:*** The purpose of the Powell County Museum and Arts Foundation is to provide a tourism economy to the Community of Deer Lodge through the adaptive re-use of the Old Montana Prison Complex. This effort encompasses operating the area inside the walls of the Old Prison as the Old Prison Museum and additionally adding to the attraction base with the world-class Montana Auto Museum, the local Powell County Museum, Yesterday's Playthings, a doll and toy museum, Frontier Montana, a western history museum and saloon/whiskey bottle museum. In addition, we house and support the Montana Peace Officers Museum within the walls of the Old Prison. The Powell County Museum and Arts Foundation endeavors to support the Performing arts as well.

Our goal is to become a tourist destination with enough attendance to be self-supporting. In that process we seek to preserve the history of Montana, Powell County and Deer Lodge. Our biggest obstacle is finding and providing the resources to stabilize a badly deteriorated complex with fifteen historical structures on more than six square city blocks.

***West Yellowstone Chamber of Commerce:*** The major challenges to implementing the Strategic Plan, to presenting it and reporting on it are time, time, time. Since time often equals money, that then becomes a major challenge.

***Whitefish Convention & Visitors Bureau:*** TIME: Most of the strategic plan actions require significant amounts of time at meetings , etc., to make headway. MONEY: Most projects require more funds to make them successful and they all require more man-hours which also costs money.